

**Part (1): True/False and Multiple Choice**

**(6 Marks)**

- ✓ F 1. A project should be developed using progressive elaboration, starting from specific details and broadening in scope as it progresses.
- ✓ F 2. Stakeholders' needs and expectations are only important in the beginning of a project.
- ✓ F 3. External project stakeholders generally include the project sponsor, project team, support staff, and internal customers for the project.
- ✓ T 4. The term used to describe when an organization acquires goods and/or sources from an outside source in another country is called offshoring.
- ✓ F 5. Decisions and actions taken in one knowledge area at a certain time rarely affect other knowledge areas.
- ✓ T 6. The level of activity and length of each process group varies for every project.
- # ✓ T 7. The WBS provides a basis for creating the project schedule and performing earned value management for measuring and forecasting project performance.
- ✓ b 8. Many organizations assert that using project management provides advantages, such as \_\_\_\_.
- |                         |                               |
|-------------------------|-------------------------------|
| a. lower profit margins | c. less internal coordination |
| (b.) lower costs        | d. lower worker morale        |
- ✓ b 9. Achieving high performance on projects requires \_\_\_\_, which is also called human relations skills.
- |                   |                 |
|-------------------|-----------------|
| a. capital skills | c. light skills |
| (b.) soft skills  | d. hard skills  |



d  
10. \_\_\_\_ is a problem-solving approach that requires defining the scope of the system, dividing it into its components, and then identifying and evaluating its problems, opportunities, constraints, and needs.

- |                       |                            |
|-----------------------|----------------------------|
| a. Systems philosophy | c. Systems troubleshooting |
| b. Systems management | <u>d. Systems analysis</u> |

a  
11. The \_\_\_\_ focuses on different groups' roles and responsibilities in order to meet the goals and policies set by top management.

- |                            |                    |
|----------------------------|--------------------|
| <u>a. structural frame</u> | c. political frame |
| b. human resources frame   | d. symbolic frame  |

a  
12. In early phases of a project life cycle, resource needs are usually \_\_\_\_ and the level of uncertainty is \_\_\_\_.

- |                           |                     |
|---------------------------|---------------------|
| <u>a. lowest; highest</u> | c. lowest; lowest   |
| b. high; lowest           | d. highest; highest |

## Part (2): Completion

(5 Marks)

1. The question, "What unique product or service does the customer or sponsor expect from the project?" is related to the Scope of the project.
2. The quantifiable constraints of project management includes quality along with scope, time, and cost.
3. The three spheres of systems management are business, organization, and Technology.
4. A(n) deliverable is a product or service, such as a report, a training session, a piece of hardware, or a segment of software code, produced or provided as part of a project.
5. A(n) methodology describes how things should be done.



Part (3): Essay

(19 Marks)

1. All project managers, especially those working on technical projects, need to demonstrate leadership and management skills.

- What is the difference between leadership (leader) and management (manager)? (2 Marks) 2

Leader: a person who manage and lead the long-term objectives of an organization. he is taking strategic decisions.

Manager: the person who is responsible for day-to-day activities & short-term objective. he is taking tactical decisions

- How do these two terms relate to a project manager? (2 Marks) 2

Project manager must combine the characteristics from both (leader) and (manager). He must be a manager that can control the every-day situations of the project, and at the same time he must be a leader that knows how to lead the team and the project, to end up with the project at the assumed time, and meeting all the scope, time, and cost goals.

Project manager must have these skills:

- leadership
- listening
- Strong in building trust
- Strong in building teams
- conflict management
- Critical Thinking - Problem-solving



2. Projects come in all shapes and sizes and there are attributes that further define a project.

- List and explain **three** project attributes. (3 Marks). **3**

1- Project is Unique: it have a well-defined objective

2- Project is temporary: it have a definite beginning & definite end.

3- Project Involve uncertainty: because every project is unique, we don't know what will happen next, we can't estimate cost accurately, and we don't know when it will end.

3. Since projects operate as part of a system, it is good practice to divide projects into several phases, a collection of project phases are known as a project life cycle.

- Explain the **four** phases of the traditional project life cycle and provide sample deliverables for each phase. (4 Marks) **3.5**

1- Concept phase: the before phase, where we think and plan before starting the project

\* Preliminary project plan, <sup>cost estimate</sup> 2-level WBS, scope statement

2- Development phase: Develop the planning and analysis of our project.

\* Project management plan, cost estimates, <sup>Project Analysis</sup> 3-level WBS,

3- Implementation phase: Implementing the project & executing it, and producing product, service or result.

\* Performance report, Accepted deliverable, work performance info. and measurement

4- Clos-out phase: Acquiring & closing the project efficiently

\* lessons-learned reports, final report, stakeholder acceptance

Project feasibility

Project Acquisition



4. To manage a project, there are five project management process groups.
- Describe briefly what happens in each process, including the output of each process group (5 Marks). **5**

1- Initiating processes: Include defining & authorizing Project or Project phase.

Output: Project Charter, Kick-off meeting, Stakeholder register, Stakeholder management strategy

2- Planning Processes: Include devising & maintaining a workable Scheme to ensure that the project addresses organization's needs.

Outputs: Project management plan, project scope statement, Project schedule, Work Breakdown Structure

3- Executing Processes: Managing people & other resources to ensure that the project is in the plan, produce product, service or result of the project.

Outputs: deliverables, work performance information,

4- Monitoring & controlling Processes: measuring the project progress and guide the project with corrective actions

Outputs: Performance report, Accepted deliverable,

5- Closing Processes: formalizing acceptance of the project or project phase and ending it efficiently.

Outputs: lesson-learned report, final report / presentation

- List three Pre-Initiation Tasks, which are done before initiating a project (3 Marks). **3**

1- Developing Business Case

2- Selecting Project manager

3- Identifying Project Sponsor